CLAIMS

We claim:

1. A method for defining the measures of performance of a
customer information technology organization, comprising the
steps of:

     identifying customer performance goals;

     building a model in response to the customer goals
including a plurality of primitive metrics;

     performing gap analysis of the model to determine which
of the primitive metrics are already collected by said
organization and the process capabilities for data
collection;

     identifying new data collection sources for those
primitive metrics which are not already collected by
said organization;

     implementing tools and processes for gathering said

15   primitive metrics; and

16   generating measurement reports from said primitive

17   metrics.

1   2.   The method of claim 1, said building step further

2   comprising the step of:

3   selecting as said metrics those which satisfy

4   prioritized behaviors.

3.   The method of claim 2, said building step further

2   comprising the step of:

3   selecting as said metrics those which also satisfy

4   related measures.

1   4.   A method for creating and using a measurement model

2   work product, comprising the steps of:

3   providing a target future business capabilities work

4   product for defining customer goals necessary to

5   achieve through measurements; and

6   translating said customer goals into a measurement
7   model work product defining account specific behaviors
8   and measures that empirically demonstrate said
9   behaviors.

1   5.   The method of claim 4, further comprising the step of:

2   defining a gap analysis work product specifying
3   differences between said measurement model work product
4   and current customer measurements to identify possible
5   deficiencies in organization measurement processes.

1   6.   A system for creating and using a measurement model
2   work product, comprising:

3   a target future business capabilities work product for
4   defining customer goals necessary to achieve through
5   measurements; and

6   a measurement model work product for translating said
7   customer goals into account specific behaviors and

8   measures that empirically demonstrate said behaviors.

1   7.   The system of claim 6, further comprising:

2   a gap analysis work product for specifying differences

3   between said measurement model work product and current

4   customer measurements to identify possible deficiencies

5   in organization measurement processes.

8.   A method for defining the measures of performance of a

customer information technology organization, comprising the

steps of:

4   collecting into a competency-defined measurement

5   categories and measurements file definitions of

6   selected categories of behavioral measurements;

7   selecting from said file contract measurements;

8   implementing said contract measurements; and

9   using and maintaining said measurements.

1 9. The method of claim 8, said categories including human

2 resources, quality, customer, cost and schedule, process,

3 and productivity and output categories of behavioral

4 measurements.

1 10. System for formulating measurement requirements that

2 are to be implemented in an engagement, comprising:

3 a current customer measurements work product for

4 detailing current measurements being collected and

5 reported by a customer;

6 a measurement model work product for translating

7 customer goals into account specific behaviors and

8 measures that empirically demonstrate said behaviors;

9 and

10 a measurement gap analysis work product for defining

11 differences between said current measurements and said

12 account specific behaviors and measures.

1   11. The system of claim 10, further comprising:

2   an interface agreement work product for documenting

3   expectations for data collection;

4   a configuration script work product for configuring

5   tools required to implement said requirements;

6   a contract measurement business policy work product for

7   defining expectations of behavior required to support

8   said requirements; and

9   a scorecard work product for visualizing said

10   requirements.

1   12. A measurement and performance management method,

2   comprising the steps of:

3   during a proposal contextual phase, developing a

4   measurement solution to be delivered to a customer;

5   during a due diligence phase, validating assumptions

6   and behavioral expectations in said measurement

7   solution; and

8   during a transformation phase, transferring to said

9   customer resources and assets for implementing said

10   measurement solution as validated.

1   13. The method of claim 12, said developing step comprising

2   the further step of:

3   building said measurement solution responsive to inputs

4   from a measurement catalog work product and a target

5   future business capabilities work product.

1   14. The method of claim 13, said validating step comprising

2   the further step of:

3   executing a measurement gap analysis work product

4   responsive to inputs from a current customer

5   measurements work product, a future process design

6   points work product, a to-be organization design work

7   product and a to-be process design work product.

1   15.   The method of claim 14, said transferring step

2   comprising the further step of:

3   pursuant to an interface agreement work product,

4   providing an external interface requirements work

5   product, a configuration script work product, a

6   contract measurement business policy work product, a

7   scorecard work product, an end-user training materials

8   work product, and a deployment plan work product.

1   16.   System for formulating measurement requirements that

2   are to be implemented in an engagement, comprising:

3   means operable during a proposal contextual phase for

4   developing a measurement solution to be delivered to a

5   customer;

6   means operable during a due diligence phase for

7   validating assumptions and behavioral expectations in

8   said measurement solution; and

9   means operable during a transformation phase for

10   transferring to said customer resources and assets for

11   implementing said measurement solution as validated.

1   17. Method for executing a gap analysis responsive to a

2   measurement model and current customer measurements,

3   comprising the steps of:

4   mapping said current measurement model to said current

5   customer measurements and identifying measurement gaps;

6   identifying measurements not covered by said

7   measurement model;

8   identifying nonproductive measurements;

9   identifying the impact to an organizational structure

10   and processes of said customer of said measurement

11   gaps; and

12   identifying any other requirements for measurement

13   program success.

1 18. A canonical method for defining a measurements model

2 work product, comprising the steps of:

3   articulating envisioned business goals and behaviors;

4   enumerating and defining behaviors and goals satisfied

5   by said behaviors in a database of existing contract

6   measurements;

7   selecting potential measurements for said business

8   goals and behaviors from said database;

9   prioritizing and balancing said potential measurements

10   to determine said measurement model work product.

1 19. System for defining a measurements model work product,

2 comprising:

3   a first database for articulating envisioned business

4   goals and behaviors;

5   a second database for enumerating and defining

6   behaviors and goals satisfied by said behaviors

7   selected from existing contract measurements;

8   means for selecting potential measurements for said

9   business goals and behaviors from said second database;

10   prioritizing and balancing means for determining from

11   said potential measurements those to be included in

12   said measurement model work product.

1   20. A method for defining a measurements model work

2 product, comprising the steps of:

3   defining the goals of a customer information technology

4   organization;

5   defining behaviors associated with said goals;

6   mapping said behaviors against a measurement catalog to

7   identify first measures related to said behaviors;

8   building a first draft measurement model from said

9   first measures;

10   prioritizing said first measures with respect to number

11   of behaviors satisfied;

12	prioritizing said first measures with respect to number
13	of related measures;
14	responsive to said prioritizing steps, building a
15	second draft measurement model.

1	21. The method of 20, further comprising the step of
2	performing gap analysis on said measurement model.

1	22. A program storage device readable by a machine,
2	tangibly embodying a program of instructions executable by a
3	machine to perform method steps for defining the measures of
4	performance of a customer information technology
5	organization, said method steps comprising:
6	identifying customer performance goals;
7	building a model in response to the customer goals
8	including a plurality of primitive metrics;
9	performing gap analysis of the model to determine which
10	of the primitive metrics are already collected by said
11	organization and the process capabilities for data

12   collection;

13   identifying new data collection sources for those

14   primitive metrics which are not already collected by

15   said organization;

16   implementing tools and processes for gathering said

17   primitive metrics; and

18   generating measurement reports from said primitive

19   metrics.

23. A program storage device readable by a machine,

tangibly embodying a program of instructions executable by a

machine to perform method steps for creating and using a

measurement model work product, said method steps

comprising:

6   providing a target future business capabilities work

7   product for defining customer goals necessary to

8   achieve through measurements; and

9   translating said customer goals into a measurement

10   model work product defining account specific behaviors

11   and measures that empirically demonstrate said

12   behaviors.

1   24. A program storage device readable by a machine,

2   tangibly embodying a program of instructions executable by a

3   machine to perform method steps for defining the measures of

4   performance of a customer information technology

5   organization, said method steps comprising:

6   collecting into a competency-defined measurement

7   categories and measurements file definitions of

8   selected categories of behavioral measurements;

9   selecting from said file contract measurements;

10   implementing said contract measurements; and

11   using and maintaining said measurements.

1   25. A program storage device readable by a machine,

2   tangibly embodying a program of instructions executable by a

3   machine to perform method steps for providing a measurement

4   and performance management method, said method steps

5   comprising:

6   during a proposal contextual phase, developing a

7   measurement solution to be delivered to a customer;

8   during a due diligence phase, validating assumptions

9   and behavioral expectations in said measurement

10   solution; and

11   during a transformation phase, transferring to said

12   customer resources and assets for implementing said

13   measurement solution as validated.

1   26. A program storage device readable by a machine,

2   tangibly embodying a program of instructions executable by a

3   machine to perform method steps for executing a gap analysis

4   responsive to a measurement model and current customer

5   measurements, said method steps comprising:

6   mapping said current measurement model to said current

7   customer measurements and identifying measurement gaps;

8   identifying measurements not covered by said

9   measurement model;

10   identifying nonproductive measurements;

11   identifying the impact to an organizational structure
12   and processes of said customer of said measurement
13   gaps; and

14   identifying any other requirements for measurement
15   program success.

1   27. A program storage device readable by a machine,
2   tangibly embodying a program of instructions executable by a
3   machine to perform method steps for defining a measurements
4   model work product, said method steps comprising:

5   articulating envisioned business goals and behaviors;

6   enumerating and defining behaviors and goals satisfied
7   by said behaviors in a database of existing contract
8   measurements;

9   selecting potential measurements for said business
10   goals and behaviors from said database;

11   prioritizing and balancing said potential measurements

12   to determine said measurement model work product.

1 28. A program storage device readable by a machine,

2 tangibly embodying a program of instructions executable by a

3 machine to perform method steps for defining a measurements

4 model work product, said method steps comprising:

5   defining the goals of a customer information technology

6   organization;

7   defining behaviors associated with said goals;

8   mapping said behaviors against a measurement catalog to

9   identify first measures related to said behaviors;

10   building a first draft measurement model from said

11   first measures;

12   prioritizing said first measures with respect to number

13   of behaviors satisfied;

14   prioritizing said first measures with respect to number

15   of related measures;

16   responsive to said prioritizing steps, building a

17   second draft measurement model.